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GOVERNMENT DOCUMENTS

*A*nnual

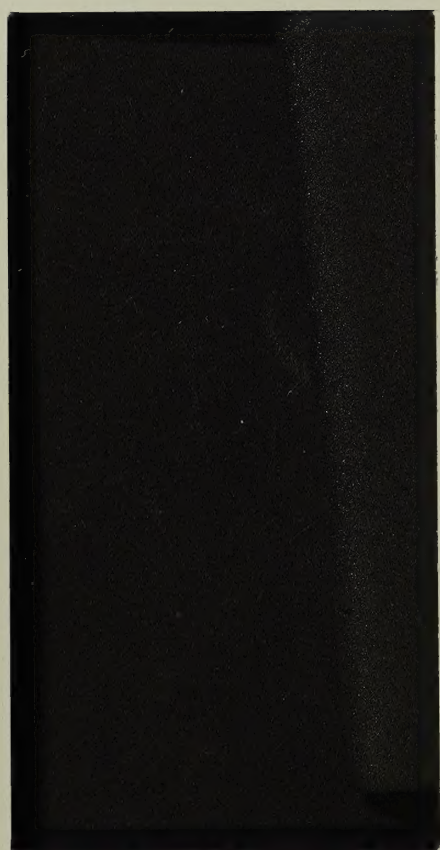
*R*eport

1994



Hamilton Entertainment and Convention Facilities Inc.





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GOVERNMENT DOCUMENTS

**Hamilton Entertainment and Convention Facilities Inc.**

*manages and operates*

*The Hamilton Convention Centre,*

*Hamilton Place Theatre, and*

*Copps Coliseum*

*on behalf of The Corporation of The City of Hamilton*

URBAN MUNICIPAL

OCT 17 1995

GOVERNMENT DOCUMENTS

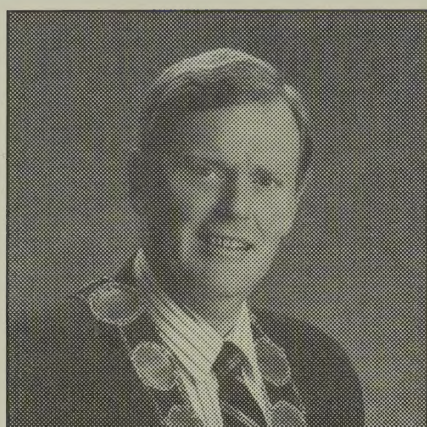
**A***nnual*

**R***eport*

1994



## Message From Mayor Robert Morrow



During 1994 the economy began its strong climb out of severe economic restraint. Both the private and public sectors concentrated on job growth and at year-end the area's unemployment rate dropped from 10.4 per cent to under 8 per cent (more recently, 6%). Still, job security was very much a concern to many and with frozen salaries to contend with, people just did not spend their entertainment dollars unless "quality" events were offered.

H.E.C.F.I.'s mandate to "...positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services, by using the three facilities as the catalyst to retain local spending and attract people from outside the Region" was never so meaningful. The Board, through its management staff, read the signals well and provided the cultural, artistic, sporting and family types of entertainment which attracted patrons to the downtown area; and although attendance figures were down marginally in 1994 from 1993, patrons demonstrated their willingness to spend entertainment dollars if they were offered the "best" events.

There were many behind-the-scenes discussions and negotiations during 1994 with National Hockey League officials. Every attempt was made to attract a franchise to Hamilton. Our commitment to "play professional hockey" in Hamilton is unchanged - we will continue to seek and follow-up on all possibilities which lead to a hockey franchise for Copps Coliseum and Hamilton.

I am pleased to congratulate the Board, its management and staff for successes in getting Hamilton's share of the very competitive entertainment market during a year when patron "spending" had to be encouraged and a more aggressive posture had to be taken by our sales/marketing people in order to provide the right kinds of events.



# **M**ission **S**tatement

To maintain, operate, manage and promote the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The City of Hamilton.

To positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services by using the three facilities as the catalyst to retain local spending and attract people from outside the region.

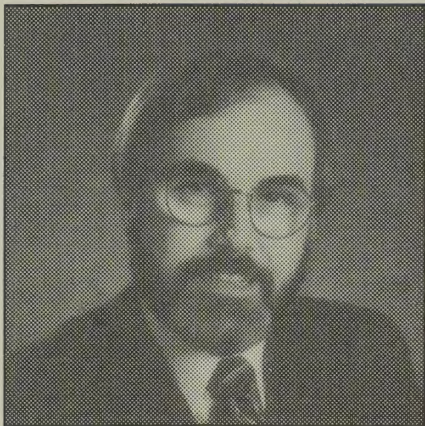
To maximize the use of the three facilities, while providing programming that reflects local interests and contributes to the quality of life.

Via effective, efficient management to constantly work towards maintaining the subsidization by the Corporation of The City of Hamilton at or below the current rate of inflation.

All of this is to be achieved while pursuing excellence of management and service in a manner that fosters local pride and enhances the City's reputation and image.



## Message from the Chairman of the Board



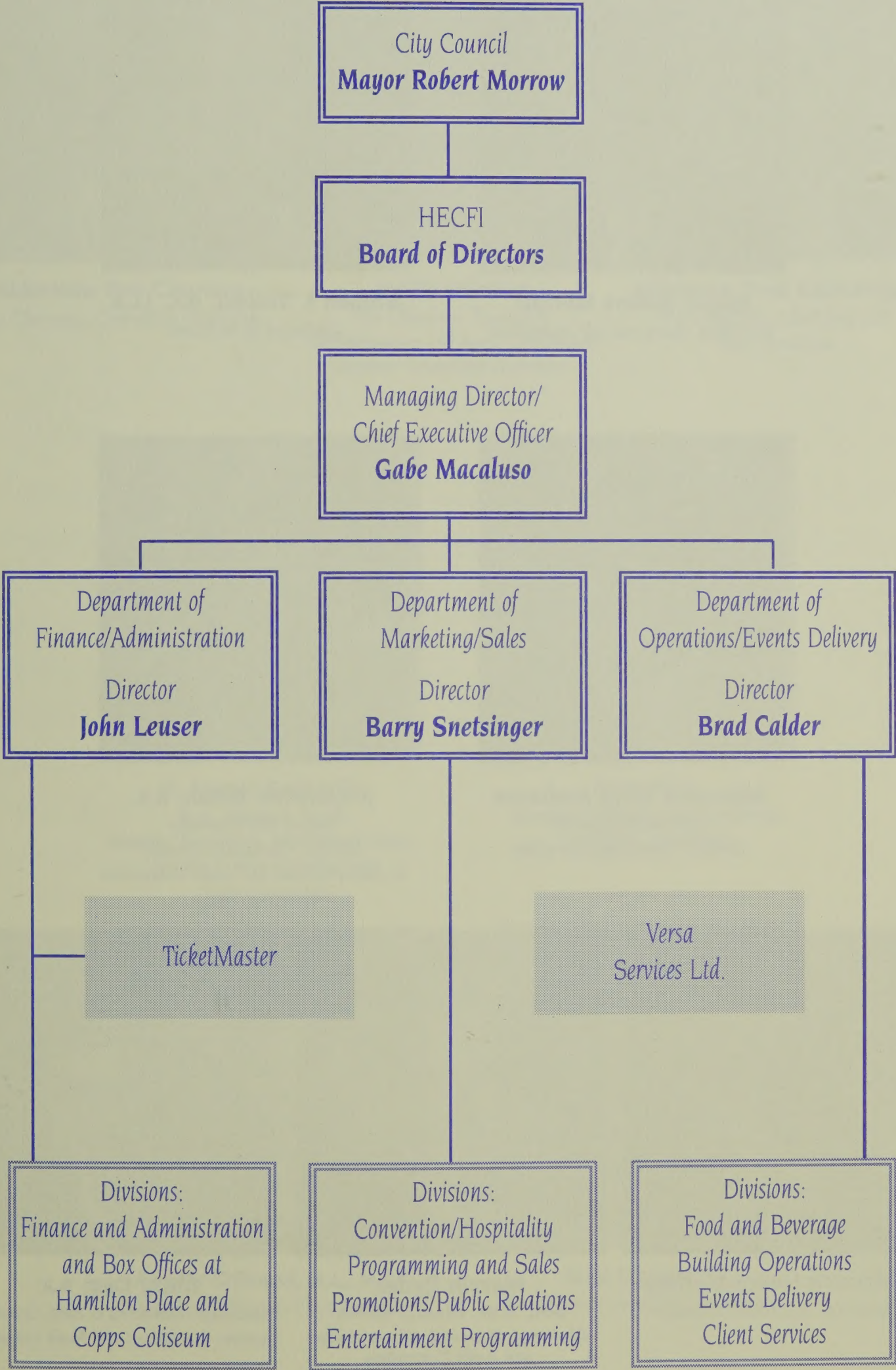
As Chairman of the Hamilton Entertainment and Convention Facilities Inc. during 1994, I shared in the Board of Director's challenges to meet the economy head-on while fulfilling our legislative requirements and mandate. Meeting those challenges were, at times, intimidating. Providing appealing and well balanced events at ticket prices which would be affordable; maintaining our high standard of service levels both in our box offices and food and beverage functions despite decreases to our staff complement; and meeting our year-end financial targets during a time when the "norm" was to accept reduced profit margins in order to attract business to our facilities.....are three such examples of those challenges.

Signs of economic recovery glimmered early in the year and in response, the determination and hard work of management and staff throughout the year resulted in the under-expenditure of our municipal contribution from the City in the amount of \$272,434. Close to a million patrons used Hamilton's three downtown entertainment facilities during the year contributing to the area's improving economy by parking their cars, using restaurants, hotels and shops.

Since joining the Board of Directors in 1988 I have been part of the maturation process of H.E.C.F.I. as a management board and take satisfaction in its proven ability to fulfill City Council's mandate to market and sell its three entertainment facilities. I take pride in my continuing tenure with the Board of Directors.

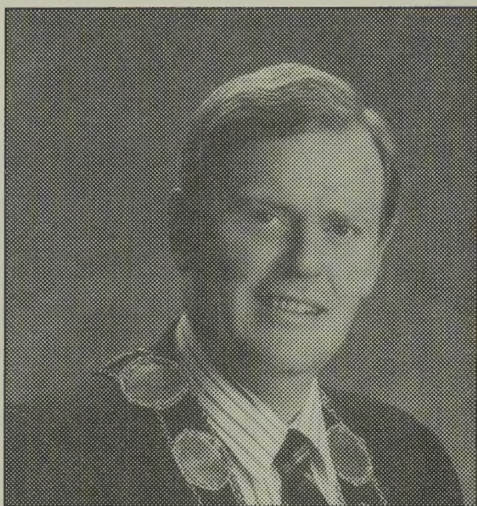


# Organizational Chart

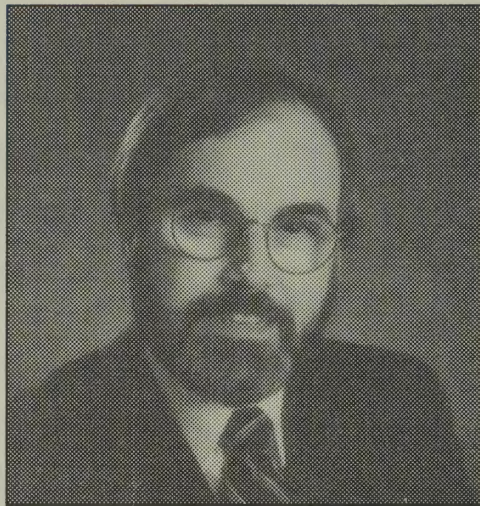




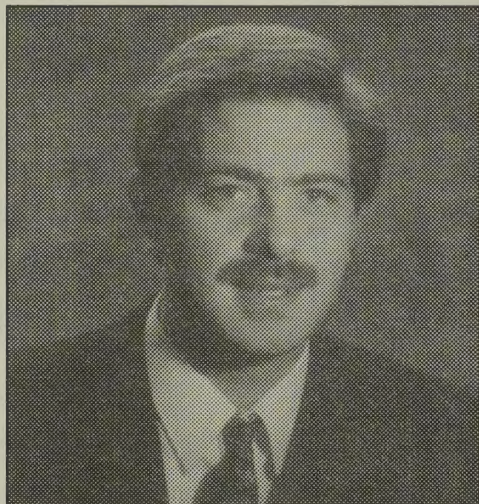
# Board of Directors 1994



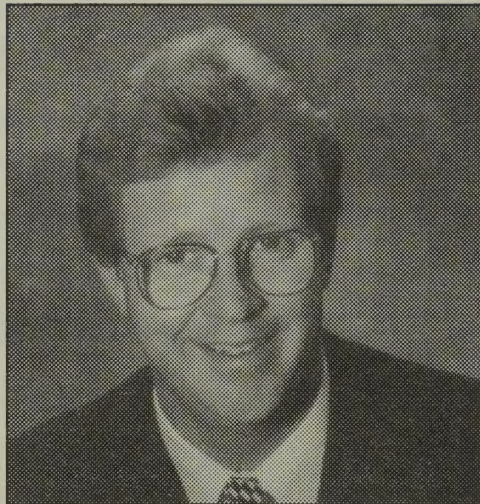
**Mayor Robert Morrow**  
*Ex-Officio, Board and All Committees*



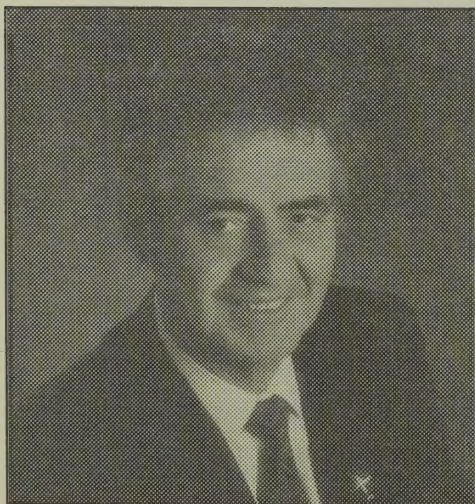
**William J. Tidball, B.A., LL.B.**  
*Chairman of the Board*



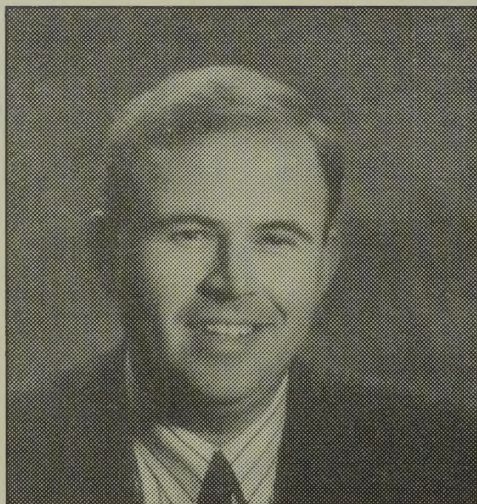
**Alderman Terry Anderson**  
*First Vice-Chairman  
Member, Operations Committee*



**J. Cameron Nolan, B.A.**  
*Second Vice Chairman  
Member, Operations, Finance  
& Administration and Audit Committees*



**Alderman Henry Merling**  
*Chairman, Operations Committee*



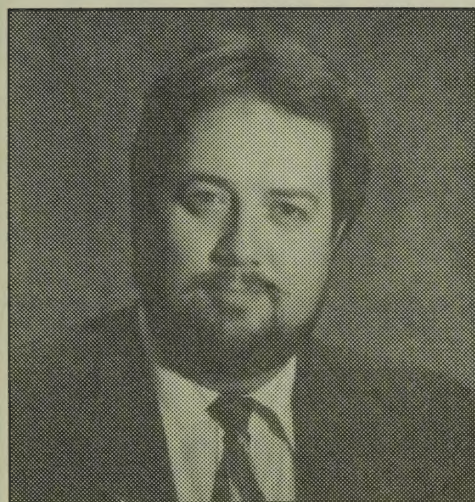
**Marvin Ryder,**  
**B.A., B.Sc. (Hons.), M.B.A.**  
*Chairman, Finance & Administration  
and Audit Committees*



**Mary Dow, B.A.**  
*Chairman, Marketing & Sales Committee  
Member, Operations and Audit Committees*

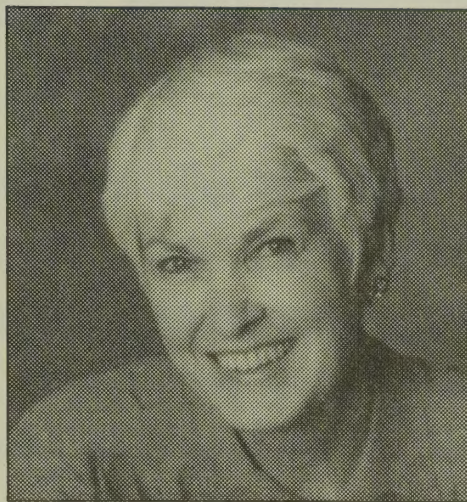


# Board of Directors 1994



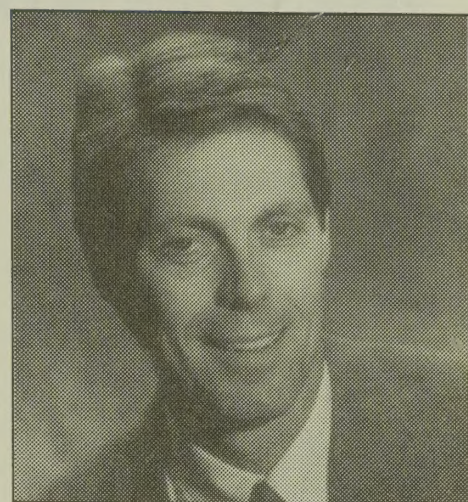
**Alderman Bob Charters**

Vice Chairman, Operations Committee



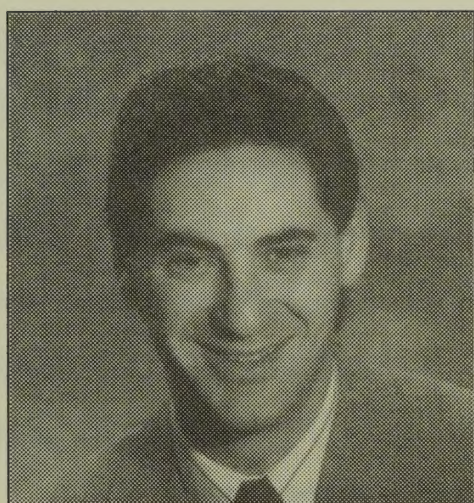
**Jackie Isbester**

Vice Chairman, Finance &  
Administration and Audit Committees  
Member, Operations Committee



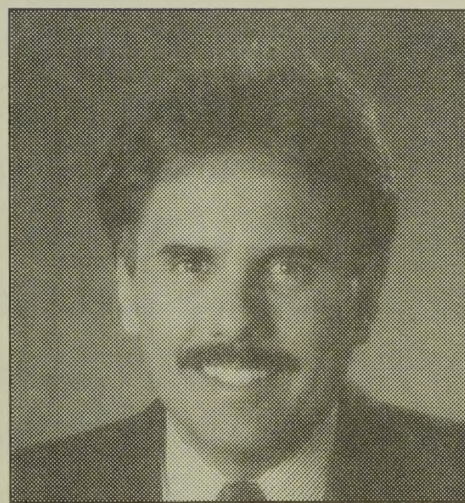
**Alderman Fred Eisenberger**

Vice Chairman, Marketing and  
Sales Committee



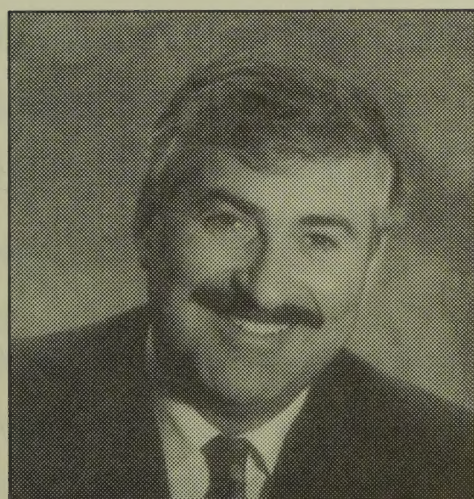
**S. Jasper Kujavsky,  
B.A., (Hons.), LL.B.**

Member, Operations, Marketing & Sales,  
Finance & Administration and  
Audit Committees



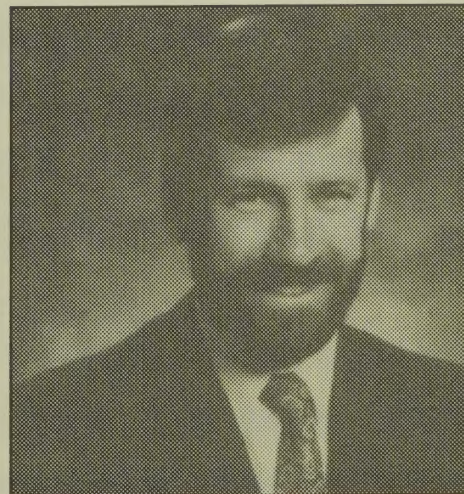
**Gene Kay**

Member, Operations and Marketing  
and Sales Committees



**Angelo Dilanni, B.A., M.Ed**

Member, Marketing & Sales Committee

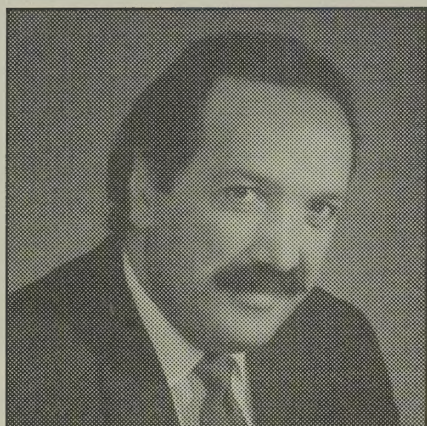


**Fred Deys, B.Sc.**

Member, Operations Committee



## Message From the Chief Executive Officer



The year 1994 ended in a positive way for the Hamilton Entertainment and Convention Facilities Inc. - management continued to streamline its operations throughout the year by further downsizing, budget freezes and cuts resulting in an underexpenditure of the City's 1994 municipal contribution.

The three facilities hosted stars like Celine Dion, The Rankin Family, World Cup Figure Skaters, Victor Borge, Anne Murray, Rita McNeil and Elvis Stojko. Our major tenants, Opera Hamilton, the Hamilton Philharmonic Orchestra, Bach Elgar Choir and Geritol Follies once again contributed to a high calibre of events throughout the year. Among the distinguished conventions hosted in Hamilton were the Canadian Association of Fire Chiefs and the International Conference on Disaster Management. Sporting events included five N.H.L. Neutral Site and Exhibition Games, an N.H.L. Officials' Training Camp, World Gymnastics Challenge and eighteen sessions of the World Championship of Basketball featuring the U.S. Dream Team II. Fred Penner and Raffi added to Disney's World on Ice as family entertainment.

The co-promotion of New Faces with David Daylor has been a tremendous success and we are pleased to support and encourage our future stars in the Studio Theatre. This co-promotion was funded by the Hamilton Performing Arts Foundation Inc. which provides the mechanism enabling H.E.C.F.I. to encourage and provide assistance to such groups. In addition, the Foundation awarded its first Scholarship Grant in 1994 to Katherine Tinkler, a music student at McMaster University.

Management will continue to streamline its operation, cut costs and improve efficiencies wherever possible as well as to continue with maintenance and improvements to the facilities. A primary goal is the attainment of a major tenant for Copps Coliseum ... with the move of the Hamilton Canucks to Syracuse, we hope to regain a hockey profile in the not-too-distant future.



# **Full-Time Employees**

## **Corporate**

**Gabe Macaluso, B.A., Managing Director/CEO**

Patricia Bennett

Mary Murray

## **Finance & Administration**

**John Leuser, B.Comm., C.A.  
Director**

Linda Ambridge

Marilyn Bowlby

Rick DiFilippo

Heidi Evans

Barbara Fisher

Janie Hartwell

Joan Mills

Anne Moravac

Julian Nicholson

Chris Pearson

Linda Persichini

Karen Stanton

Kim Turner

John Whitwell

Ron Wilson

## **Marketing & Sales**

**Barry Snetsinger  
Director**

Cheryl Bogie

Jean Bulluss

Karen Dowhan

Sal Farrauto

Jeannine Flett

Irene Gaudet

Sandra Gruba

Vince Guglielmo

Mary Howarth

Sandra Johnson

Alison Nicholson

Silena Primavera

Leslee Stewart

Tim Tuck

Debra Vivian



# Full-Time Employees

## Operations/Events Delivery

**Brad Calder, P.Eng., Director**

Barry Anderson

Alfred Asaph

Dino Beatrice

Diana Bordonaro

David Costantino

Joanne Davy

John Elder

Bill Fletcher

Alan Ginn

Sam Haining

Dave Kelly

Peter Kopatch

Trevor McAnuff

Gail McCaffrey

Sam Macaluso

John Mitchell

Donald Munn

Richard Owen

Bruce Picken

Scott Ridehalgh

Steven Sajder

Deanna Saville

Donald Stewart

Jerry van den Heuvel

Norma Wright

Lynn Zbucki

Fritz Zwahlen



# Entertainment Highlights During 1994

## Hamilton Place

### Concert/Musical

#### Productions:

Bruce Cockburn

Anne Murray

Rita McNeil

Bare Naked Ladies

Jesus Christ Superstar

Forever Plaid

Roy Orbison Story

A Scottish Fantasy

Massed Band Festival

Aladdin

The Kids in the Hall

Sharon, Lois & Bram

Bach Elgar Choir's

Opera Hamilton's

A Cappella Gold

La Boheme

Hamilton Philharmonic Orchestra's

Classic and Pops Series

Romeo & Juliet

An Evening with Dudley Moore

### Comedy/Magic/Dance:

Victor Borge

Chinese Acrobats

Billy Connolly





# Major Conventions, Trade Shows and Special Events During 1994

## Hamilton Convention Centre

### Trade Shows:

Prestige Bridal Show  
Better Living Home Show  
Hamilton Home Show  
Vision Quest Psychic Fair  
Great Canadian Maturity  
and Travel Show  
Winter Festival of Friends  
Earthsong

### Variety:

Ontario Karate Championships  
Festitalia Vino e Amore  
Canadian Boxing Hall of Fame  
National Access Awareness Week

### Conventions:

Ontario Veterinary Medical Association  
Ontario Independent Meat Packers  
Automotive Parts Manufacturers Association  
International Conference on Disaster Management  
Canadian Christian Festival  
Canadian Association of Fire Chiefs  
International Biometrics Conference  
American/Canadian Macedonian Orthodox Diocese of Hamilton  
Ontario Museums Association  
Ontario Occupational Health Nurses  
New Democratic Party of Ontario  
Recycling Council of Ontario



# Entertainment Highlights During 1994



## Copps Coliseum

### Concert Events:

Celine Dion  
ZZ Top  
Kenny Rogers  
The Rankin Family

### Hockey:

Hamilton Canucks  
Home Games - 26  
N.H.L. Neutral Site Games - 3  
N.H.L. Exhibition Games - 2

### Trade/Consumer Shows:

Landscape Ontario  
Hamilton R V Show  
Hamilton Auto Show  
Christmas Gift Show

### Basketball:

World Championship of Basketball  
Sessions - 18

### Skating Events:

Disney On Ice  
World Cup Figure Skating  
Stars On Ice  
1994 Elvis Tour  
Torvill & Dean  
Toyota Canadian  
Professional Figure  
Skating Championships

### Variety:

Around the Bay Road Race  
The Greater Hamilton Tattoo  
GM Motorsport Spectacular  
Skills Canada  
Christian Festival IV  
Catholic Charismatic Crusade  
N.H.L. Officials' Training Camp  
Christmas Break Funtastic  
Jehovah's Witnesses Conventions



# BALANCE SHEET AS AT DECEMBER 31, 1994

## ASSETS

| <b>Current</b>                     | <b>1994</b>        | <b>1993</b>        |
|------------------------------------|--------------------|--------------------|
| Imprest funds                      | \$ 18,350          | \$ 18,600          |
| Cash in bank                       | 324,732            | 581,103            |
| Accounts receivable                | 779,847            | 585,047            |
| Due from City of Hamilton          | --                 | 336,956            |
| Current portion of note receivable | 16,973             | 18,873             |
| Inventories                        | 51,676             | 43,537             |
| Prepaid expenses                   | 107,847            | 139,523            |
| Deferred charges on future shows   | 14,739             | 43,039             |
|                                    | <u>1,314,164</u>   | <u>1,766,678</u>   |
| <b>Long-Term</b>                   |                    |                    |
| Note receivable                    | 67,182             | 82,959             |
|                                    | <u>\$1,381,346</u> | <u>\$1,849,637</u> |

## LIABILITIES

|                                         |                    |                    |
|-----------------------------------------|--------------------|--------------------|
| Accounts payable and accruals           | \$ 504,942         | \$ 454,761         |
| Advance ticket sales                    | 344,952            | 996,773            |
| Deposits on future rentals              | 202,559            | 187,186            |
| Deferred revenue on display advertising | 112,092            | 97,627             |
| Unredeemed gift certificates            | 88,080             | 89,600             |
| Advance from a related corporation      | 20,676             | 23,690             |
| Due to City of Hamilton                 | 108,045            | --                 |
|                                         | <u>\$1,381,346</u> | <u>\$1,849,637</u> |



# STATEMENT OF REVENUE AND EXPENSE

FOR THE YEAR ENDED DECEMBER 31, 1994

## REVENUE

|                                        | 1994             | 1993             |
|----------------------------------------|------------------|------------------|
| Rentals, licence fees and show revenue | \$2,067,834      | \$1,954,690      |
| Food, beverage and concessions         | 2,029,793        | 2,212,956        |
| Recoveries                             | 1,688,407        | 1,764,849        |
| Box office                             | 428,375          | 463,606          |
| Other                                  | 277,767          | 304,667          |
|                                        | <u>6,492,176</u> | <u>6,700,768</u> |

## EXPENSE

|                         |                  |                  |
|-------------------------|------------------|------------------|
| Events delivery         | 2,137,342        | 2,275,621        |
| Food and beverage       | 1,965,785        | 2,179,262        |
| Administration          | 1,469,765        | 1,480,626        |
| Marketing and promotion | 1,220,893        | 1,340,204        |
| Building operations     | 1,491,368        | 1,428,369        |
| Box office              | 359,119          | 396,572          |
|                         | <u>8,644,272</u> | <u>9,100,654</u> |

## EXCESS OF EXPENSE

|                                                                                    |                   |                   |
|------------------------------------------------------------------------------------|-------------------|-------------------|
| OVER REVENUE FROM OPERATIONS                                                       | 2,152,096         | 2,399,886         |
| PROVISION FOR CAPITAL REPLACEMENT                                                  | <u>79,210</u>     | <u>43,600</u>     |
| EXCESS OF EXPENSE OVER REVENUE BEFORE<br>CONTRIBUTION FROM THE<br>CITY OF HAMILTON | 2,231,306         | 2,443,486         |
| CONTRIBUTION FROM THE CITY OF HAMILTON                                             | <u>2,503,740</u>  | <u>2,712,590</u>  |
| EXCESS OF REVENUE OVER<br>EXPENSE FOR THE YEAR                                     | <u>\$ 272,434</u> | <u>\$ 269,104</u> |

Copies of the 1994 Financial Statements audited by MacGillivray Partners are available from the Director of Finance and Administration for any resident who wishes to review and/or analyse the financial operations of HECFI in greater detail.



*H.E.C.F.I. Corporate Offices*

- Marketing & Sales*
- Entertainment Programming*
- Promotions & Public Relations*

*c/o Hamilton Place*

*10 MacNab Street South*

*Hamilton, Ontario*

*L8P 4Y3*

*Telephone: (905) 546-3100*

*Fax: (905) 521-0924*

*Convention/Hospitality*

*Programming and Sales*

- Operations / Food & Beverage*

*c/o Hamilton Convention Centre*

*1 Summers Lane*

*Hamilton, Ontario*

*L8P 4Y2*

*Telephone: (905) 546-3000*

*Fax: (905) 522-3380*

*Finance & Administration*

- Events Delivery*

*c/o Copps Coliseum*

*101 York Blvd.*

*Hamilton, Ontario*

*L8R 3L4*

*Telephone: (905) 546-4000*

*Fax: (905) 527-6856*

*Box Offices*

*Copps Coliseum Information (905) 546-4040*

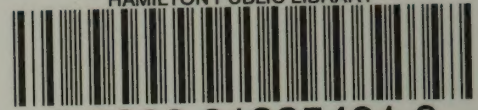
*Hamilton Place Information (905) 546-3050*







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